

**BY ORDER OF THE COMMANDER
AIR MOBILITY COMMAND**

**AIR MOBILITY COMMAND
INSTRUCTION 16-101**



14 JANUARY 2014

Operations Support

**AMC CORPORATE GOVERNANCE
PROCESS**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available on the e-Publishing website at www.e-Publishing.af.mil for downloading or ordering.

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: HQ AMC/A5QP

Certified by: HQ AMC/A5Q
(Col Patrick Miller)

Pages: 21

Supersedes: AMCI16-101, 9 February
2005; AMCHOI 16-1, 5
February 1995

This publication establishes the policy, procedures, roles, and responsibilities for implementing and executing the Air Mobility Command (AMC) Corporate Governance Process (CGP). The CGP implements a planning and control process for providing information to and receiving direction from AMC/CV and CC. This instruction implements policy guidance in AFI 38-101, *Air Force Organization*; AFD 10-1, *Mission Directives*; AFD 16-5, *Planning, Programming, Budgeting and Execution Process*; DODD 7045.14, *The Planning, Programming, Budgeting, and Execution (PPBE) Process*. The CGP is designed as a vehicle to achieve a consolidated command position on issues. The CGP also facilitates AMC situational awareness to support United States Transportation Command's (USTRANSCOM) CGP. It applies to all HQ AMC Directorates and their staff, 18th Air Force Commander (18 AF/CC) and staff, and the USAF Expeditionary Center. This instruction combines previous functional CGPs into a single command CGP. This publication does not apply to Air Force Reserve Command (AFRC) or Air National Guard (ANG) units, but AFRC and ANG liaisons may participate as special advisors to the AMC Group, Board, and Council. This publication may be supplemented at any level, but all direct Supplements must be routed to the OPR of this publication for coordination prior to certification and approval. Submit comments and suggested improvements on AF Form 847, *Recommendation for Change to Publication*, through channels to HQ AMC/A5Q, 402 Scott Drive, Unit 3L3, Scott AFB IL 62225-5307, DSN 779-2145 / Commercial 618-229-2145.

Ensure that all records created as a result of processes prescribed in this publication are maintained IAW Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). The authorities to waive wing/unit level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. See AFI 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority or alternately to the Publication OPR for non-tiered compliance items.

SUMMARY OF CHANGES

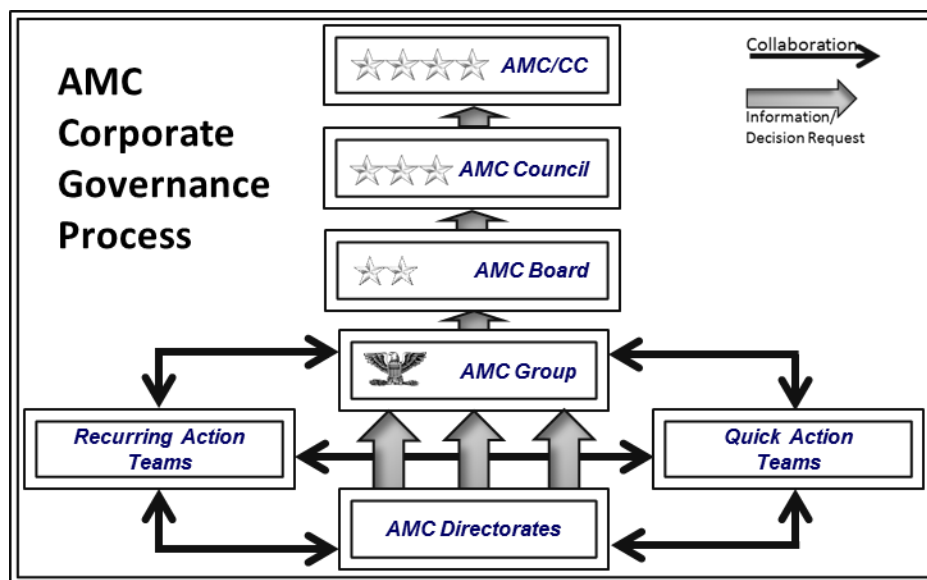
This instruction redefines AMC’s CGP in its entirety. It institutes a deliberative process executed cyclically and is synchronized with the Planning, Programming, Budgeting, and Execution (PPBE) process and the Defense Acquisition System independently and in concert with USTRANSCOM’s CGP. AMC’s CGP is designed to create a battle rhythm for requirements information flow and resource decision-making within HQ AMC. The process fosters the efficient pursuit of AMC strategic goals while maximizing the effective execution of available resources through informed prioritization and collaborative value judgment.

1.	Objective.	3
2.	Organization	3
Figure 1.	AMC Corporate Governance Process	3
3.	HQ AMC Corporate Governance Process.	4
Table 1.	Corporate Governance Battle Rhythm	4
4.	Topics of Discussion.	5
5.	Topic Material.	5
6.	Meeting Minutes.	6
Attachment 1—GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION		7
Attachment 2—TOPIC TEMPLATE		10
Attachment 3—CONTRACT REQUIREMENTS SLIDE AND INSTRUCTIONS		11
Attachment 4—HQ AMC MANPOWER REQUIREMENTS VALIDATION FORM (MRVF) FOR HEADQUARTERS MANAGEMENT & SUPPORT ACTIVITIES, NAFS, FOAS, DRUS		13
Attachment 5—CHIEF INFORMATION OFFICER (CIO) GOVERNANCE		16
Attachment 6—CONTRACT REQUIREMENTS REVIEW		17
Attachment 7—MOBILITY AIR FORCES (MAF) C2 MANAGEMENT		19

1. Objective. Establish an efficient and effective requirements and resources decision-making process for HQ AMC. Decisions may be made at any level in the CGP commensurate with the authority of the activity chair. There are no monetary thresholds for topics unless otherwise established under separate correspondence. Furthermore, topics may cover any appropriations, to include Transportation Working Capital Funds (TWCF). Established processes which result in a multi-directorate level approved position will be briefed as information only to the AMC Group and Board and proceed to the AMC Council.

2. Organization

Figure 1. AMC Corporate Governance Process



2.1. The AMC Group is chaired by AMC/A5Q. The Group members include AMC/A1M, AMC/A2X, AMC/A3R, AMC/A4P, AMC/A6X, AMC/A7N, AMC/A8P, AMC/A9A, AMC/FMA, EC/DS, 18 AF/CS, AMC/DSB, AMC-CVO, AMC/DPA, AMC/TEP, AMC/SEE, and AFICA/KMP (effective 1 Oct 2013 – advisory only).

2.2. The AMC Board is chaired by AMC/A5/8. The Board members include AMC/DA1, AMC/DA2, AMC/DA3, AMC/DA4, AMC/DA5/8, AMC/DA6, AMC/DA7, AMC/DA9, EC/CV, 18 AF/CS, AMC/DS, AMC/DFM, AMC/DIG, AMC/DSE, AMC/DSG, AMC/DPA, AMC/DTE, and AFICA/KMP (effective 1 Oct 2013 – advisory role).

2.3. The AMC Council is chaired by AMC/CV. The Council members include AMC/A1, AMC/A2, AMC/A3, AMC/A4, AMC/A5/8, AMC/A6, AMC/A7, AMC/A9, AMC/FM, 18 AF/CV, EC/CC, AMC/DS, AMC/IG, AMC/SE, AMC/SG, AMC/TE, AMC/PA, and AFICA/KM (effective 1 Oct 2013 – advisory role).

2.4. Recurring Action Teams, such as Chief Information Officer (CIO) updates (see Attachment 5), manage recurring topics. These teams are led by the appropriate/relevant functional lead. These teams must use the AMC CGP as the means of seeking an AMC Command position. The CGP Secretariat will be responsible for ensuring action officers are able to do so by publishing the process and making it accessible to those requiring support.

2.5. Quick Action Teams manage special interest items generated through the CGP such as Fiscal Year (FY) Execution Strategy proposed by AMC/FMA. The Group, Board, or Council may initiate these teams and will designate an action team lead in each case. The team is disbanded once the issue is resolved or at the discretion of the CGP at the same or higher level that initiated the team.

2.6. The AMC CGP Secretariat (A5Q) is responsible for preparing meeting materials, meeting venues, invites, meeting minutes, and managing the AMC Corporate Governance mail box and AMC Corporate Governance milBook site. See paragraph 6 for more details.

3. HQ AMC Corporate Governance Process.

3.1. When practicable, the AMC Group convenes the first Thursday of each month. The Group reviews topics, to include CGP-related USTRANSCOM issues, to determine if resolution can or should be accomplished at the Group level or carried forward to the AMC Board for consideration. Topics must be ready for Directorate level review before being cleared to the Board.

3.2. When practicable, the AMC Board convenes the second Thursday of each month. The Board reviews Group-approved topics to determine if resolution can or should be accomplished at the Board level or carried forward to the AMC Council for consideration. The Board also reviews the USTRANSCOM Oversight Council (TOC) agenda for AMC equities. The Board chair will request information from the appropriate directorate representative to support AMC positions at the TOC.

3.3. When practicable, the AMC Council convenes the fourth Tuesday of each month. The AMC Council is the final requirements and resources decision authority for the majority of large scale or broad scope AMC programming issues. The AMC Council also receives updates on AMC planning and programming activities, to include items impacting the Rapid Global Mobility (RGM) Core Function Master Plan and the RGM Core Function Lead Integrator. Furthermore, the Council also reviews the USTRANSCOM Corporate Board (TCB) agenda for AMC equities. The Council chair will request information from the appropriate directorate representative to support AMC positions at the TCB.

3.4. An out-of-cycle AMC Group, Board, or Council may be conducted in the event a new issue arises requiring awareness or a decision is required within the CGP which cannot wait for the established battle rhythm.

Table 1. Corporate Governance Battle Rhythm

Governance Level	Normal Meeting Day	Purpose and Decision Authority
AMC Group	1 st Thurs	Prepare Topics for AMC Board; make decisions as appropriate
AMC Board	2 nd Thurs	Prepare Topics for AMC Council/TOC; make decisions as appropriate
TOC	3 rd Thurs	Non- Information Technology (IT)/IT TWCF funds, Integrated

		Priority List (IPL)/Issues, emergent operational requirements
AMC Council	4 th Tues	AMC Topic resolution; engage AMC/CC as required
TCB	4 th Thurs	Approve IPLs/Issues, TWCF IT emergent operational requirements
AF Council	2 nd /4 th Thurs	AF Issues discussed

4. Topics of Discussion.

4.1. Any significant resource or requirement issue that warrants consolidated command attention, decision, or position may be submitted for consideration. A call for topics shall be distributed to the directorates via Task Management Tool (TMT) the last week of each month. Suggested topics shall be submitted in the Public Workspace of the TMT call for topics using the Topic Template ([Attachment 2](#)). Topics deemed by the CGP Secretariat to be more appropriately handled through the Council of Deputies or via Defense Connect On-line (DCO) will be redirected to those venues. Visit the AMC Director of Staff EIM site for Council of Deputy information (<https://eim.amc.af.mil/org/amcds/default.aspx>).

4.2. Topics may be informational or decisional. Topics requiring a decision will be presented, discussed, and decided at the lowest possible CGP level. After introduction and discussion, a topic may evolve from informational to decisional, or vice versa. If a topic is deemed undeveloped and a decision can be postponed, the topic may be tabled for CGP reconsideration in the future once it is supportable.

4.3. Topics may be recurring or nonrecurring. Recurring topics will be managed by Recurring Action Teams and led by the appropriate Office of Primary Responsibility (OPR). Recurring topics may be monthly, quarterly, or annual. Nonrecurring topics are usually submitted by the OPR through the TMT call for topics. There may be topics that are generated through discussions in CGP forums or as a response to AF or USTRANSCOM concerns. These topics shall be assigned to and managed by the appropriate OPR. In the event multiple directorates are involved in the topic, a Quick Action Team may be established and an OPR assigned. In the event responses are time sensitive the Group, Board, or Council Chair may approve use of alternative meeting forums (e.g. DCO, Video Teleconference, telecom).

5. Topic Material.

5.1. There are several templates which OPRs must adhere to when presenting CGP topics. All presentations will include the Topic Template ([Attachment 2](#)). Other templates are available at the AMC Corporate Governance milBook site (<https://www.milsuite.mil/book/groups/amc-corporate-governance>). Please note that you must request access to the CGP milBook site and it is restricted to Government employees. The duration of presentations should shorten as a topic proceeds through the levels of the CGP. Ideally, only complete and succinctly-presented topic slides will be put before the AMC Council.

5.1.1. Presented information should be clear and concise, and presenters should come prepared to answer anticipated questions. Slides and other read ahead material should be

submitted to the CGP Secretariat through the AMC Corporate Governance mailbox at amccorporategovernance@us.af.mil. Read ahead material shall be posted on the AMC Corporate Governance milBook site shown above. Classified material may be mailed via SIPRNet e-mail directly to a CGP Secretariat. Members of the Secretariat are identified on the AMC Corporate Governance milBook site.

5.2. When practicable, read ahead material should be submitted to the CGP Secretariat no later than two duty days prior to the presentation. When classified materials are sent, OPRs should follow-up by contacting the e-mailed Secretariat member directly to ensure he or she is aware that classified materials were sent on SIPRNet and to explain what parts of the briefing and/or read ahead materials are classified.

6. Meeting Minutes.

6.1. The Secretariat shall draft meeting minutes following each CGP event. The minutes shall be posted on the AMC Corporate Governance milBook site within three duty days following the event.

6.2. Meeting minutes will be formally staffed for approval. The minutes shall be drafted by the CGP Secretariat and distributed via TMT for coordination and approval at the appropriate level (e.g. CV shall approve the Council minutes). Once the minutes are approved, they shall be posted on the AMC Corporate Governance milBook site.

ROWAYNE A. SCHATZ, JR. Major General, USAF
Director Strategic Plans, Requirements, and Programs

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION***References***

Title 40, *Clinger Cohen Act of 1996*

Federal Acquisition Regulation (FAR) 2.101, *Definitions*, March 2005

FAR 3, subpart 7.5, *Inherently Governmental Functions*, March 2005

DoDI 5000.02, *Operation of the Defense Acquisition System*, 25 November 2013

DODD 7045.14, *The Planning, Programming, Budgeting, and Execution (PPBE) Process*, 25 January 2013

USTRANSCOMI 90-6, *Corporate Governance Process*, 26 March 2013

AFPD 10-1, *Mission Directives*, 21 June 2002

AFPD 16-5, *Planning, Programming, Budgeting and Execution Process*, 27 September 2010

AFI 38-101, *Air Force Organization*, 16 March 2011

AFI 38-201, *Management of Manpower Requirements and Authorizations*, 14 May 2013

AFI 63-138, *Acquisition of Services*, 21 May 2013

Prescribed Forms

No Forms Prescribed by this instruction

Adopted Forms

AF Form 847, *Recommendation for Change to Publication*

Abbreviations and Acronyms

A&AS—Advisory and Assistance Services

AF—Air Force

AFI—Air Force Instruction

AFRC—Air Force Reserve Command

AMC—Air Mobility Command

ANG—Air National Guard

AOP&E—Air Operations Planning and Execution

APF—Appropriated Funding

C2—Command and Control

C4I—Command, Control, Communications, Computers, & Intelligence

CBA—Capabilities Based Assessment

CBP—Capabilities Based Planning

CDD—Capabilities Development Document

CGP—Corporate Governance Process

CIO—Chief Information Officer

CME—Contract Manpower Equivalent

CPD—Capabilities Production Document

DCO—Defense Connect Online

DOTMLPF—Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities

EIM—Enterprise Information Management

FCT—Functional Capability Team

FY—Fiscal Year

ICD—Initial Capabilities Document

IGCE—Independent Government Cost Estimate

IPL—Integrated Priority List

IT—Information Technology

JCIDS—Joint Capabilities Integration Development System

LCBT—Life Cycle Budget Tool

MAF—Mobility Air Forces

MAM—Mission Area Manager

MRVF—Manpower Requirements Validation Form

OPR—Office of Primary Responsibility

POM—Program Objective Memorandum

PWS—Performance Work Statement

R&PC—Requirements and Planning Council

RAD—Requirements Approval Document

RWG—Requirements Working Group

SA—Services Advocate

SARR—Service Acquisition Requirement Review

SDO—Services Designated Official

SIPRNet—Secret Internet Protocol Router

Sub-MAM—Sub-Mission Area Manager

TACC—Tanker Airlift Control Center

TCAQ—USTRANSCOM Directorate of Acquisition

TCB—TRANSCOM Corporate Board

TMT—Task Management Tool



TOC—TRANSCOM Oversight Council

TWCF—Transportation Working Capital Fund

USTRANSCOM—United States Transportation Command

Attachment 2
TOPIC TEMPLATE

Figure A2.1. Attachment 2 – Topic Template Example

	(TOPIC)	
Org: <u>AXX</u>	Briefer: Mr. Joe Smith	
<hr/>		
<ul style="list-style-type: none">■ Goal: Decision or Information■ Purpose: (...what do you need/want)■ Deliverables: (...what is the final product... data and/or hardware)■ Relevance: (...why is it important to AMC/MAF/<u>USTC</u>)■ Strategic Narrative<ul style="list-style-type: none">■ Timeline: (...when do you need it, rationale on timeline)■ Means: (...what do you need to get it done)■ Impact: (...what happens if we don't do this)		
<hr/>		
<p><i>We Answer the Call of Others...So They May Prevail</i></p>		

Attachment 3

CONTRACT REQUIREMENTS SLIDE AND INSTRUCTIONS

Figure A3.1. Attachment 3 Contract Requirements Slide Example

Program Title

As of: 16 Apr 13 OPR: Owner's office symbol

REQUIREMENT DESCRIPTION:

- * Purpose
- * LCBT Priority
- * Period of Performance
- * Need Date
- * Stakeholders
 - * Requiring activity
 - * Contracting activity
 - * Others
- * Competition Anticipated (Y/N)
- * Currently satisfied by:

RATIONALE FOR EXPENDITURE:

- * May include R&PC/MAC designations
- * May discuss linkages/dependencies
- * Market Research

VIEWS OF OTHERS:

- * ASM
- * PM
- * Contracting
- * Services Designated Official (SDO)
- * Services Advocate (SA)

VALUE ADDED/ROI:

- *

FOR SERVICES REQUIREMENTS:

- * RAD required (formerly SAR) (Y/N)
- * Approval Authority (Dir/CV/CC)
- * A&AS (Y/N)

RISK IF NOT FUNDED:

- *

APPLICABLE GUIDANCE/AUTHORITY:

- * Most recent Governance Decision:
- * AFI, AFMAN, etc...

MITIGATION EFFORT:

- * Organic Capabilities?

(\$K)	FY13	FY14 PE	FY14	FY15	FY16	FY17	FY18	FY19
TWCF								
O&M								
Total Contract Rqmt	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL FTEs								

Source Selection Sensitive Information – FAR 2.101 and 3.104 – GOVERNMENT PERSONNEL ONLY/FOUO

19 We Answer the Call of Others...So They May Prevail 19

Actual slide available on milBook at <https://www.milsuite.mil/book/docs/DOC-112734>.

Table A3.1. Instructions on Requirements Description

INSTRUCTIONS:**REQUIREMENT DESCRIPTION**

Purpose – provide short summary of requirement (i.e. what product is being purchased, what service is being provided).

LCBT Priority – if assigned an Life Cycle Budget Tool (LCBT) priority, provide. If LCBT priority has not been approved, annotate the proposed priority and annotate as “proposed”.

- Period of Performance – identify length of base period and any option periods.
- Need Date – enter required date of contract award.
- Stakeholders – recommended stakeholders are shown in sub-bullets on the quad chart. Additional stakeholders may be included.
- Competition Anticipated (Y/N) – Y or N to annotate whether or not the requirement is expected to be competitive.
- Currently satisfied by – describe how the service/product is currently being satisfied. Some examples include organic (what organization) or under contract (provide current contract data including length, total value and contractor).

FOR SERVICES REQUIREMENTS

- RAD required (formerly SARR) (Y/N)
- Approval Authority (Group/Board/Council) – annotate the approval authority for the RAD
- A&AS (Y/N) – annotate if the requirement meets the definition of A&AS.

APPLICABLE GUIDANCE/AUTHORITY

- Annotate any applicable guidance and/or authority (AFIs, AFMAN, etc.).
- Most recent Governance decision and any action taken, i.e. keep, de-scope, convert to GS positions, etc.
 - Service requirements should include: reference to AFI 63-138, Acquisition of Services; any applicable delegation memo

RATIONALE FOR EXPENDITURE

- May include R&PC/MAC designations
- May discuss linkages/dependencies – between other programs/directorates
- Market Research – specifically address any research conducted, to include any applicable benefit analysis for bundling and/or consolidation.

VIEWS OF OTHERS – annotate any significant comments from: A1M, FM, Contracting, SDO, SA

Value Added/ROI – annotate any significant returns or value added that is gained by the product or service (fuel efficiency, for example).

RISK IF NOT FUNDED – focus is not only on the direct impact of not executing the requirement, but on the risk to the mission. For example, the impact may be a reduction in flying hours, but the risk is readiness will be reduced.

MITIGATION EFFORT – if requirement is not approved as requested, what mitigations exist? Organic Capabilities – annotate any organic capabilities that may be available to satisfy the service requirement.

REVIEW/APPROVAL DOCUMENTATION: A5/8 is responsible for publishing minutes at <https://www.milsuite.mil/book/groups/amc-corporate-governance> after coordinating and senior leader approval in TMT following Group/Board/Council meetings. In order to ensure minimal ambiguity since the decisions made by the Governance are sometimes regulatory in nature, the minutes will, at a minimum, specially state whether the requirement is approved, disapproved or approved with comment. If approved with comment, the minutes will detail the pertinent comments. Additionally, if the requirement is a service acquisition requirement requiring RAD approval in accordance with AFI 63-138, the minutes shall specifically state the RAD is also approved/disapproved.

Attachment 4

HQ AMC MANPOWER REQUIREMENTS VALIDATION FORM (MRVF) FOR HEADQUARTERS MANAGEMENT & SUPPORT ACTIVITIES, NAFS, FOAS, DRUS

A4.1. In accordance with AFI 38-201, *Manpower Requirements*, HQ AMC/A1M validates all requests for new manpower (civilian and military) and contract manpower equivalent (CME) (new contracts and option year execution) requirements for above wing level functions (i.e., Management Headquarters, Headquarters Support Activities, NAFs, FOAs and DRUs).

A4.2. In coordination with the Functional Manager, the requiring activity OPR determines requirements and completes the MRVF with help from their functional manpower representative, providing background, details and certification to advocate for the manpower requirement. Upon A1M validation, requiring activity OPR proceeds as appropriate to program funding and/or identify internal offset for the newly validated manpower requirement.

A4.3. Submit completed MRVF for validation to: AMC/A1M ORG (AMC.A1M@US.AF.MIL).

Table A4.1. HQ AMC Manpower Requirements Validation Form (MRVF) (Adjust Individual Rows/Columns as needed)

<ul style="list-style-type: none"> <u>Describe workload and why additional Manpower is needed?</u> <i>If approved/directed by AF or HQ AMC/CC, attach a copy of the approval</i> <i>If TWCF funded, indicate if approved through the CRB or CPRP</i> 									
. . .									
<ul style="list-style-type: none"> <u>How much new manpower is being requested?</u> 									
Officers:		Enlisted:		Civilians:		Contract FTEs:		Total:	
<ul style="list-style-type: none"> <u>How was new manpower requirement determined?</u> <i>List tasks and include estimated man-hours.</i> 									
. . .									
<ul style="list-style-type: none"> <u>How is the workload being accomplished now?</u> 									
. . .									
<ul style="list-style-type: none"> <u>How is current manpower earned?</u> <i>(i.e., MAJCOM or higher directed requirement, AF Manpower Standard, LCOM, etc)</i> 									
. . .									
<ul style="list-style-type: none"> <u>In the functional area/work center where new requirement exists, list the following:</u> 									
A. "Funded" Manpower									
Officers:		Enlisted:		Civilians:		Contract FTEs:		Total:	
B. O/E/C vacancies:									

Officers:		Enlisted:		Civilians:				Total:	
C. "Un-Funded" Manpower									
Officers:		Enlisted:		Civilians:		Contract FTEs:		Total:	
• Manpower detail for each new position: <i>Use continuation page template for add'l listings.</i>									
Effective Date:			PEC:			Rank/Grade/CME:			
Thru Date:			FAC:			API Code:			
SAR Code:			OSC:			UMD Auth #:			
PAS Code:			AFSC:						
• Was this requirement previously funded and/or was it "un"-funded as result of a budget cut (i.e., RMD, in-sourcing, etc) ?									
.									
.									
.									
• Has funding been previously requested, e.g., in the POM or BES?									
.									
.									
.									
• Have internal funding offsets been investigated?									
.									
.									
.									
• What is the impact if this request is not funded?									
.									
.									
.									
• <u>For Contract Manpower Equivalents (CMEs) Requirements...</u> <i>(Double Click box/ select "Checked")</i>									
A. Indicate why organic workforce (i.e., temporary over-hires, permanent civilians, etc.) cannot perform the same tasks:									
.									
.									
.									
<input type="checkbox"/>	B. Check to certify tasks described do not duplicate workload performed by current workforce.								
<input type="checkbox"/>	C. Check to certify this is not conversion of work currently performed (or designated for performance) by civilian personnel (i.e., not replacement for resources lost to budget cuts, unit re-org, mission realignment, etc)								
<input type="checkbox"/>	D. Check to certify compliance with Federal Acquisition Regulation (FAR) 3, Subpart 7.5 (i.e., contractors DO NOT/WILL NOT perform Inherently Governmental functions) Ref: Total Force Management and Budgetary Uncertainty memo								
• <u>For New CMEs or CME Option Year Validation, Provide Acquisition Details & Information:</u>									
<i>Refer to AFI 38-201, Ch 6, and AMCI 63-101, Advisory and Assistance Service (A&AS) Management.</i>									
Contract Number (if known):									

Contract Title (if known):			
Contracting Vehicle (Form 9, MIPR, etc):			
Contract Type (A&AS, R&D, DMAG, SMAG, Other):			
APPN:			
Coordinating Staff	Name / Org / Phone	Coord Date	
AMC Functional Manager:			
Functional Manpower Representative:			
Requesting OPR Name	Org / Phone	Request Date	
<u>FOR AMC/A1M USE ONLY</u>			
	Validated By	Date Validated	Date UMD Updated
A1MPR: A1MPP:		.	

~ CONTINUATION SHEET ~

Manpower Detail for New Positions				
	<i>New Pos #1</i>	<i>New Pos #2</i>	<i>New Pos #3</i>	<i>New Pos #4</i>
EFF DATE				
THRU DATE				
SAR				
PAS				
PEC				
FAC				
OSC				
AFSC				
GRADE				
API				
Contract Number				
Contract Name				
Contract Type				
UMD Auth Number				

Attachment 5**CHIEF INFORMATION OFFICER (CIO) GOVERNANCE****A5.1. Purpose.**

A5.1.1. The AMC/A6/CIO will leverage the AMC CGP to provide direction for and maintain oversight of AMC IT resources, needs, and policy in support of AMC's strategic goals and objectives. Further, the AMC/A6/CIO will provide AMC leadership visibility into the Command's CIO Strategy and key IT initiatives, demonstrating how these initiatives link to the core mobility mission and business processes.

A5.2. Scope.

A5.2.1. The AMC/A6/CIO's scope includes the command's Lead IT Technical Integrator, IT Portfolio Manager, and Chief Information Security Officer. In this capacity, the AMC/A6/CIO is accountable for the effectiveness, efficiency, and security of all AMC IT investments. Through informational and decisional inputs, the AMC/A6/CIO will integrate into the CGP.

A5.3. Responsibilities.

A5.3.1. The AMC/A6/CIO will bring deliberate strategy, policy, and fiscal issues having a direct bearing on AMC's IT enterprise (as defined in the Clinger-Cohen Act) and its impact on AMC mission and business processes to the AMC CGP Council. The CGP inputs will be based upon the AMC/A6/CIO responsibilities to:

A5.3.1.1. Provide strategic command vision for globally secure, tailored and fused information.

A5.3.1.2. Define the command information enterprise architecture/roadmap.

A5.3.1.3. Assess technology and deliver effective enterprise solutions to enhance warfighter capabilities.

A5.3.1.4. Guide command IT investment.

A5.3.1.5. Comply with IT laws and directives.

A5.4. Interface.

A5.4.1. As part of the AMC CGP, the AMC/A6/CIO is the AMC corporate linkage between the Department of Defense (DoD), USTRANSCOM, and AF CIO or IT entities as well as AMC units and organizations. The AMC/A6/CIO will coordinate with Air Force and other CIO related organizations through the various advisory groups and committees as appropriate to advance the AMC mission and AMC/A6/CIO vision.

A5.4.2. AMC/A6/CIO approved funding requirements must be brought to the CGP for integration into the overall AMC POM and Budget process and final funding approval.

Attachment 6**CONTRACT REQUIREMENTS REVIEW****A6.1. Background.**

A6.1.1. All new HQ-level contract requirements (i.e. service, construction, and commodities/supply) greater than the Simplified Acquisition Threshold stated in Federal Acquisition Regulation 2.101 must be reviewed and approved through the AMC CGP. When exercising option year renewals, any proposed modification and/or task order that would result in work that was not validated and approved in the existing requirement approval documentation for the contract shall also be presented to the CGP for validation.

A6.2. Responsibilities.

A6.2.1. All service acquisition requirements, as defined in AFI 63-138, require a Requirements Approval Document (RAD), formerly known as Service Acquisition Requirements Review (SARR), presented to and approved via the CGP.

A6.2.1.1. Prior to presentation within the CGP, the requirement OPR will seek initial coordination from A1M to validate the requirement, IAW AFI 38-201. As part of this process, the OPR will also complete a manpower requirements validation form (attachment 4) and submit to AMC/A1MPP.

A6.2.1.2. When contract performance is validated as an acceptable method to satisfy the requirement, the following documents must also be provided to AMC/A1M for review: draft/current Performance Work Statement (PWS) and Independent Government Cost Estimate (IGCE) to ensure the proposed contract work is not performed or funded by the existing in-service workforce.

A6.2.1.3. The aforementioned process should occur two months in advance of proposed requirement start date when possible and prior to presentation to the CGP. Allow 10 business days for A1M review.

A6.2.2. The requirement OPR shall also first seek coordination from FM, Contracting and, if applicable, the Services Designated Official (SDO) and Services Advocate (SA) before presenting within the CGP. OPRs should provide all supporting documentation needed for a prudent initial requirement review.

A6.2.3. The requirement OPR is responsible for ensuring this process is followed and built into the acquisition milestone schedule and ensuring all coordination is completed prior to entering the CGP.

A6.2.4. Before proceeding with presentation to the Board and obtaining an approved RAD, the following conditions must be met:

A6.2.4.1. The requirement OPR enters the CGP with a completed Contact Review Slide (Attachment 3).

A6.2.4.2. All AFI required considerations shall be addressed at the CGP review IAW AFI 63-138 and local policy.

A6.2.4.3. The requirements approval authority is present and approves the requirement through the CGP.

A6.2.5. The Group reviews service requirements and the Board/Council approves the service requirement as the delegated requirement approval authority.

A6.2.5.1. The Group will also review existing requirements when their associated contract actions (i.e. modifications, option exercises, etc.) involve work that was not initially validated and approved during the requirements approval process prior to initial contract award. The Board/Council will also approve these modified service requirements.

A6.2.6. RAD approval is specifically documented in the meeting minutes and the record is maintained by the CGP Secretariat.

A6.3. Expectations and Delegations.

A6.3.1. For requirements greater than or equal to the Simplified Acquisition Threshold and less than \$500,000, unanimous Board approval is required to continue in the acquisition cycle.

A6.3.2. For requirements greater than or equal to \$500,000 or for requirements that do not have unanimous Board approval, the Board will submit a recommendation on the requirement to the Council.

A6.3.3. The Council will provide final approval, approval with comment, or disapproval for all requirements greater than or equal to \$500,000 and/or for all requirements that do not have unanimous Board approval; however, service acquisitions between \$10M and \$100M currently require separate RAD (formerly known as SARR) approval from the AMC/CC.

A6.3.4. Any requirement may be pulled back or withdrawn by the OPR at any time during the process; however, any pulled requirement that is later resubmitted will need to go through the entire process, regardless of what stage it was in prior to being pulled.

A6.4. Annual Planning Task.

A6.4.1. Once per year, ideally during the planning stages for the next fiscal year's execution plan, A5/8 in conjunction with FM, will send a task to the Directorates asking for two data inputs. The first input is a summary of the previous year's contract requirements and actions that were affected by Corporate Governance direction and/or decisions. The second input will be the upcoming fiscal year's requirements. The primary purpose of the task is to review and approve future year requirements while keeping the results of the previous year's Corporate Governance direction in mind. This also facilitates identifying potential candidates for cost saving consolidation and promotes crosstalk among the Directorates on savings ideas.

Attachment 7**MOBILITY AIR FORCES (MAF) C2 MANAGEMENT****A7.1. Background.**

A7.1.1. The AMC Corporate Governance Process (CGP) will approve MAF C2 (further referred to as C2) requirements prioritization from the Command, Control, Communications, Computers, & Intelligence (C4I) R&PC; approve funding of C2 capabilities, systems, architectures, and roadmap; and approve any major changes to previously approved prioritization, funding, or architecture (see 4.0, C2 Mgmt Framework).

A7.1.2. Management of C4I requirements are addressed in the C4I R&PC process. This attachment pertains to the C2 management framework.

A7.2. Responsibilities.

A7.2.1. AMC/A3 will serve as the C2 Functional Area Manager to gather, articulate, and advocate for C2 requirements; develop and advocate for the prioritization of C2 requirements; participate in the Capabilities Based Planning (CBP) process by chairing the C2 Functional Capabilities Team (FCT) along with 618 AOC (TACC), write the C2 CBP reports, write CONOPS and TTPs. A3 will also provide inputs on doctrine, vision, strategy, lessons learned, and all other non-materiel C2 related issues with MAF stakeholders.

A7.2.2. AMC/A4 will gather, articulate, and advocate for logistics requirements and provide these requirements as participants of the CBP process.

A7.2.3. AMC/A5/8 will orchestrate AMC's requirements prioritization process and AMC CGP decision making process. A5/8 will also articulate funding requirements for AF Appropriated Funding (APF) via POM and Transportation Working Capital Funds (TWCF) Investment and Operations funding via USTRANSCOM CGP based on AMC's approved prioritization list. A5/8 will lead the CBP process in partnership with A3 to determine materiel and non-materiel capability deficiencies. New C2 capabilities will be vetted through the Joint Capabilities Integration and Development System (JCIDS) process and with CIO ensure IT acquisition and sustainment oversight as necessary to meet statutory requirements.

A7.2.4. AMC/A6 will engineer, operate, maintain, sustain, and defend C2 capabilities based on the CIO-developed architecture and roadmap in coordination with A3. A6 will inform AMC CGP on status of C2 capabilities development and recommended changes as necessary for AMC approval.

A7.2.5. CIO will provide guidance, direction, and oversight of all matters pertaining to the formulation, review, and execution of MAF IT plans, programs, and policies. CIO will develop and gain approval of technical C2/cyber architecture/roadmap as well as ensure integration of all MAF C2/cyber programs into approved architecture/roadmap.

A7.2.6. AMC/A2 is the overall program manager for the AMC Intelligence Information Systems (IIS) enterprise and will gather, articulate, and advocate for all ISR C2 requirements and provide these requirements as participants of the CBP process.

A7.2.7. All other Directorates will provide inputs into the C2 requirement process as necessary. Since all directorates have representatives on the C2 FCT, they will provide their requirements through the C2 FCT during the CBP process.

A7.3. Expectations and Delegations.

A7.3.1. AMC/A5/8, in support of AMC's and USTRANSCOM's CGP, will appoint a Sub-Mission Area Manager (Sub- MAM) for Air Operations Planning and Execution (AOP&E) to support AMC information-related/IT decisions for both APF and TWCF funded requirements IAW USTCI 90-6.

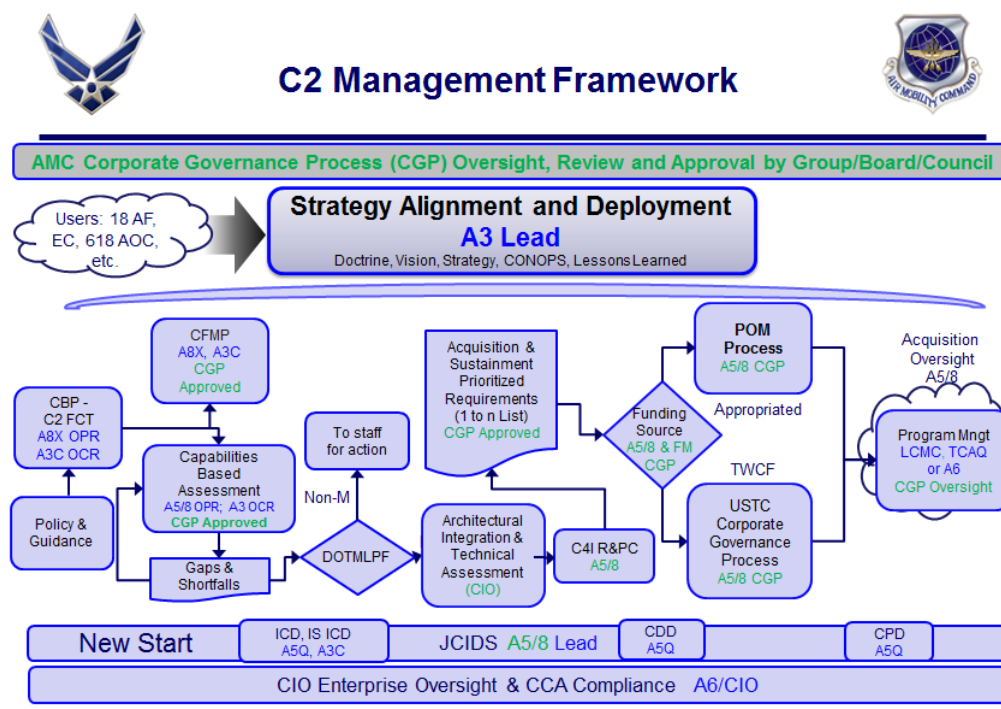
A7.3.2. AMC/A5/8 will serve as the AMC representative to USTRANSCOM's Oversight Council (TOC) to support and validate decisions made by the USTRANSCOM Mission Area Manager (MAM) and corporate process. The AOP&E Sub-MAM, with support from AMC C4I Requirements Working Group's (RWGs), will advocate for all APF and TWCF funded IT programs, and will provide a coordinated response for all TWCF funded programs to the USTRANSCOM MAM for final approval by the USTRANSCOM CGP IAW USTCI 90-6.

A7.3.3. The Sub-MAM will provide a sufficient level of detail to support prioritization of resource decisions within AMC and the USTC CGP.

A7.3.4. The appropriate acquisition authority will oversee C2 acquisition and sustainment programs. The acquisition authority may delegate program management oversight to the appropriate agency to meet the intent of DoDI 5000.02.

A7.4. Management of C2.

Figure A7.1. C2 Management Framework



A7.4.1. The C2 Management Framework is built on the principles in AF policy and guidance. The CBP process feeds the development of the C2 Core Function Master Plan integrated by A8X and approved by the CGP. A5/8 and A3 develops C2 Capabilities Based Assessment (CBA) initiating AMC's requirements process.

A7.4.2. The CBP process identifies the Command's C2 capability deficiencies. Once identified, the deficiencies become validated requirements. Validated requirements are verified through the AMC CGP. A subject matter expert reviews the verified requirement to identify if the requirement can be serviced using the Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF) structure to determine if there is a non-materiel (DOTLPF) solution, materiel (M) solution, or a combination of the two. Requirements with anticipated non-materiel solutions are given to the appropriate staff for action.

A7.4.3. A3 will analyze new requirements using the DOTMLPF structure to determine if it fits into the AMC C2 strategy. All requirements will then enter the C4I R&PC process.

A7.4.4. The CIO will assess all requirements/proposed solutions to ensure alignment with AMC enterprise architecture and CIO roadmap, as well as ensure Clinger-Cohen Act compliance. The requirements/ proposed solutions will be assessed against the "as-is" and "to-be" enterprise architectures to determine process and technical touch-points and potential overlaps. The proposed technical implementation of the proposed solutions will be assessed against the CIO roadmap to ensure compatibility with the technical operating environment and ensure the most efficient and cost-effective means for integration. Additionally, an engineering review may be conducted to recommend the timing and nature of the implementation if multiple systems are affected by a given solution/proposed solution.

A7.4.5. The C4I R&PC will prioritize C2 requirements for CGP approval IAW the AMC R&PC process. A5/8 oversees the R&PC process and reviews/approves the initial prioritized C2 requirement list at the C4I R&PC. The CGP will then develop and approve the final AMC 1-n prioritized list of requirements. A5/8, in coordination with all stakeholders, will seek solutions from AFRL, AFLCMC, USTC, industry, etc., and propose those solutions to the A3.

A7.4.6. A5/8 and FM determine the funding sources (APF and/or TWCF). The CGP will approve the appropriate funding strategy. Split-funded or dual-funded requirements will be submitted to USTC's CGP for approval. A5/8 is the lead for both APF and TWCF funding processes and reports to the CGP as required (AMC or USTC).

A7.4.7. Once funding is approved/obtained, the C2 capability/system is assigned to the designated Program Manager (AFLCMC, TCAQ or AMC/A6) for execution.

A7.4.8. A5/8, as the CGP Board Chair, will review MAF C2 programs at least annually to assess program cost, schedule, performance, and risk. A6, as CIO, will review all IT programs, including C2 programs, annually to assess technical compatibility with AMC IT enterprise architecture and ensure Clinger-Cohen Act compliance.

A7.4.9. A5/8 is the AMC lead for all JCIDS documentation. The functional requirements manager will develop required documentation (e.g. ICD, CDD, CPD) and coordinate with A5Q throughout the acquisition lifecycle, including all new start programs.